



Citizens Advice



If not us, who?

Equality Committee Annual Report 2012/13

January 2014

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Introduction

I am delighted to introduce this Annual Report of the work overseen by the Equality Committee. Stand up for Equality strategy is a vital corporate strategy, particularly in the present climate as it gives a clear indication to the world at large about what the Citizens Advice service stands for.

There has been a great deal of hard work right across the service devoted to achieving the objectives of the strategy. The Equality Committee has received reports from across the departments and divisions covering all the strategic developments affecting the service. A flavour of what has been covered is contained in this report. In addition the committee has looked at its own development through the means of an Appreciative Enquiry to ensure that we can identify when we are at our most effective and build on that in the future.

This report, like the Equality Committee, uses the framework of our strategy, Stand up for Equality to examine all our effort on equality. Specifically we look to its 3 target areas which are:-

- TA 1: Challenge discrimination through Advice
- TA 2: Promote equality through advocacy
- TA 3: Value diversity through our roles of employer, volunteer agency and contractor

As you will see in this report there has been some steady progress towards our equality objectives but there is still a way to go and, for the sake of our clients, we need to keep going.

I am very grateful to the Citizens Advice staff who have supported the Committee by sharing their hard work and commitment with us; the Equality Strategy Team for servicing the Committee and efforts to implement the strategy; and especially the members of the committee who come from inside and outside the Citizens Advice service and have been so generous with their time and expertise.

John Gladwin
Chair
Equality Committee
September 2013

Topics covered in Equality Committee Meetings

May 2012 meeting

The Human Rights Approach to Stand up for Equality (SU4E) –

Implementing SU4E was to be carried out using a Human Rights approach. The committee articulated what this meant in practice – engagement with the public, putting elements of the strategy into everyday life and making sure it shaped what was undertaken. As an example, work on gender violence and abuse would be undertaken with a clear statement about human rights and it would determine who would be involved.

Developing Equality Impact assessments –

The committee approved the use of an online tool called Equate to undertake Equality Impact Assessments (EIAs) on priority projects and other initiatives. The committee advised about how to get maximum benefit from the process.

Self-Organised Network Groups (SONGs) –

The **Black Workers Group (BWG)** reported the work they were doing on mediation in relation to disputes they had received from members.

Making Information Technology Accessible for disabled staff and volunteers –

The Committee examined what was being done to ensure access for disabled people to Information and Computer Technology in bureaux. Providing appropriate software programmes, advising on the user's physical environment and auditing Citizens Advice websites to make sure they met accessibility standards. This was linked to the recruitment and support of disabled volunteers – a major concern because of declining numbers across the service.

Red Tape Challenge –

The Equality Committee discussed and contributed to the Citizens Advice response to Government's Red Tape Challenge. There had been a threat to disband the Equality and Human Rights Commission which it was important to counter.

September 2012 Meeting

SU4E Target Area 1: Challenge Discrimination through Advice

– The committee discussed the presentation from Sue Wigley, Director of Network Operations and Senior Responsible Officer for this area of work. The work of the 3 Task and Finish Groups on discrimination, gender violence and British Sign Language (BSL) was discussed.

Advice Development and equality Support (ADS)

- Julia Dennis Head of ADS explained how ADS were driving forward work to achieve Target Area 1 of the strategy. Updating and providing new material for Adviceguide and Advisernet and a training plan for bureaux on discrimination advice was planned.

Network Development: Developing the Network in changing Times - Helen Scott, Project Manager introduced this topic in which it was noted that the project had a leadership role on 1) the quality of advice on equality issues and 2) accessibility of services to different communities and diversity of bureaux workforce. Discussion highlighted the need to: develop equality Key Performance Indicators for Bureau; make clear the client journey on equality advice issues; and the need to clarify the range of advice outcomes.

Self-Organised Network Groups (SONGs) – The **National Lesbian Gay Bisexual Group** described their complaints work for individuals across the service and their discussions as to whether transgender should form part of the group. The **National Women's Group** reported on its review of the need for, and role of, the group which would include a survey of women across the service. **Disabled People Creating Change** (formerly the Disabled Workers Group) reported their move to a regional structure to increase the support given to members as well as focusing on strategic issues through its executive group.

November 2012 Special Meeting

The EC meeting held on 20th November 2012 was given over to a facilitated **Appreciative Enquiry**. This was undertaken as part of the Development Plan of the EC. Accordingly there were no formal minutes. Appreciative Inquiry is a method for understanding complex systems. It combines high levels of interaction with complex levels of analysis. It comprises 4 main stages: **Recognise** the best of what currently exists; **Determine** what the very best might involve; **Explore** what needs to be done to construct the 'dream' and make it a reality; **Ascertain** what needs to happen to ensure that achievements are sustained.

February 2013 Meeting

The People Strategy: Steve Whitehead, Director of People outlined the progress made and the programme of cultural transformation, captured in the words **INVENTIVE, GENEROUS** and **RESPONSIBLE**, which would accompany it. A workshop gave insights into the equality aspects of this process.

Stand Up for Equality Performance:

Targets and KPIs – The Committee discussed and advised on the form in which it wanted to receive progress reports. It also agreed to forward 3 main points from each EC meeting for particular attention of the Trustee Board. It highlighted the concern over the identification of discrimination issues by advice staff and increasing the diversity of those attending Annual Conference

Self Organised Network Groups (SONGs) –

Disabled People Creating Change (DPCC) reported increased membership over the previous year and on the regional meetings. They were undertaking an access audit for the Annual Conference. The **National Lesbian Gay and Bisexual Group (NLGBG)** reported emerging cases of homophobic behaviour in bureaux. There was concern that complainants only found out about the NLGBG when they had a complaint. It was agreed that SONGs should be included in the induction process across the service.

2. Implementing Stand Up for Equality

Stand Up for Equality has three Target Areas (TAs) which form the focus of equality work in Citizens Advice and bureaux and is overseen and steered by the Equality Committee.

TA 1. Challenge discrimination through advice by:-

- Identifying discrimination and human rights issues
- Providing the equality advice people need
- Empowering clients to act

Developing tools and Infrastructure

The Equality Strategy team have serviced Task and Finish groups in each of the main workstreams with the exception of Hate Crime which has been delayed but will be activated in the shortly. The groups are made up of people with interest and expertise in the workstream concerned from across the service as well external bodies. Information and toolkits have resulted which have been made available to bureaux through CABlink.

The **Discrimination Task and Finish Group** agreed a programme of action to ensure the topic of discrimination will become part of a core programme for new assessors and advisers through e-learning modules. This will be supplemented by a 'splash' programme of training for existing assessors, advisers and supervisors if adequate funding can be made available. Flow charts and other resources have been developed to enable bureaux to become fit for purpose as a legal aid gateway to discrimination casework. Resources have been developed and published for other levels of advisers.

Awareness of the Equality Advice and Support Service (EASS) is now being built into all materials so that we can signpost and refer clients appropriately. This work is undertaken by the Discrimination Advice Co-ordinator, jointly funded by Citizens Advice and SITEL.

The **Gender Violence Task and Finish Group** has overseen the development of a ground breaking initiative, **ASK**, a pilot scheme involving 9 bureaux identifying and combating the Gender Violence and Abuse (GVA) that bureaux clients face. This involved asking clients a routine question about violence and abuse. The routine enquiry process underwent rigorous development and was accompanied by detailed guidance. Advisers received training to ensure that they could effectively and appropriately ask GVA questions, provide information and take action on issues which emerge, as part of advising clients on benefits, housing and debt problems. Three pilots are testing the process with women and men clients; six with women only.

A network of 20 bureaux - all interested in work with **Gypsies Roma Traveller (GRT)** - has been established which regularly exchanges emails and good practice. A **GRT Task**

and Finish Group has also been established with 6 bureaux and 2 external organisations. A variety of work has been undertaken including: -

- Discussions with DWP on welfare changes and ensuring access and support for GRT.
- A pilot with 4 bureaux to set up a referral scheme with Friends, Families and Travellers national helpline.
- 'Awards for All Bid' has been submitted for £9.5k to develop an e-learning module and half day cultural awareness training.
- A 'Getting Started' pack has been developed for bureaux to help them review and improve their advice services GRT
- CABlink pages have been updated with information and resources provided and support provided for updating material on Adviceguide and Advisernet
- Briefing for FINCAP Forum Chairs on the need to invite and involve GRT partner agencies.

The **BSL Task and Finish Group** has overseen the development of:-

- Guidance on engaging with Deaf communities/BSL users aimed at bureaux and published on CABlink. Six fundable service delivery models (including 1 for financial capability) for BSL advice provision.
- A funding bid for BSL advice developed for the Big Lottery Fund. The proposal is to integrate of face-to-face advice in BSL with advice via webcams at remote locations, involving the Deaf community in the West Midlands and Wolverhampton bureau where the project will be based and led.
- Workshops Spring Network Forums were run on the subject of tools developed for bureaux to drive forward SU4E, including what was available for BSL users.
- Thanet CAB and Sean Morgan their Fincap trainer who is profoundly Deaf were commissioned to produce an online resource for bureaux to raise awareness of Deaf issues and BSL to improve the practice and delivery of services.

The commencement of the **Hate Crime** group has been delayed. Nevertheless, the hate crime/incident content of Adviceguide and Advisernet has been updated and service delivery models and detailed guidance for bureaux have been provided. The prime objective of the group will be to identify a variety of models to help any bureaux to become effective hate crime reporting centres.

Stand up for Equality across Citizens Advice: A summary of work by departments on TA1

Membership, Standards and Quality

Key work undertaken has included: -

- Tracking discrimination issues missed and identified by bureaux through the process of Quality of Advice Assessments and reported to the Equality Committee, Learning and Development and Network Development Teams.
- Analysing complaints received from clients which identified bureaux not ensuring that they make reasonable adjustments for disabled clients. This has been fed back to the bureaux concerned and reported upon.

Advice Development Support (ADS)

Equality related work over the past year included: -

- ADS staff have been engaged with the Stand Up For Equality Task Groups on Advice, Domestic Violence and Hate Crime.
- The Learning and Development Team produced revised discrimination competencies for advisers and work commenced on a training plan for a revised programme of discrimination training.
- New information on Hate Crime has been developed and published on AdviceGuide and AdviserNet as the start of a complete review of the information on both websites.
- Specialist Support staff advised on 479 discrimination cases in 2012/13:
- Specialist Support ran courses on discrimination in money advice and welfare benefits for Advisers

Funded Programmes: Financial Capability Team

Stand Up for Equality agenda has been reflected in financial capability (FinCap) work and has led to the production of best practice guides for delivering FinCap to British Sign Language (BSL) users & Gypsy & Travellers.

Funded Programmes: Debt Advice Team

The Face to Face (F2F) project team has: -

- Identified where the project can further support and influence the SU4E target areas.
- Developed a 'disability confidence' training proposal which incorporates training on key areas of disability.

The Money Advise Service (MAS) continues to fund the Action on Hearing Loss British Sign Language interpreters for F2F project participants. Following a range of promotional activity, there has been a 50% increase in usage of this service.

Telephone Services

- The design of the new phone service has incorporated accessibility and has will ensure that our advisers identify discrimination issues and provide the right help. A detailed EIA has been completed for the project and for each of the recommended delivery options. These will be re-visited as we move into the proof of concept phase and processes will be developed which embed our objectives into service delivery.
- Developed an enhanced training module on discrimination for the new consumer service. All consumer service advisers in our Scotland and Kent contact centres have received this training. This is now in the process of being rolled out to our remaining contact centres in Weston Super Mare, Barrow in Furness and Cwmbran. This will enable consumer service advisers to better identify potential discrimination and provide appropriate and meaningful advice to clients.

Service Development and Design

- Lead the "Improving Advice for Gypsies, Travellers and Roma Task Group" and developing information, funding opportunities and new services for this work.
- Contribute to the Task Group on Improving Advice for BSL users; the new Hate Crime Task Group and the ASK Project.
- Supporting bx bidding for LA funding and ensuring Equality and Diversity is properly represented in bids - including winning a Hate Crime and Hate Incident Reporting contract in Barking and Dagenham
- Through a tracker system, identifying potential bureaux and national funding streams to help us meet our SU4E objectives, including bidding for EU Anti Discrimination funding

TA 2. Promote equality through advocacy by:-

- Telling our diverse clients' stories
- Ensuring those in authority do their job
- Leading on and influencing key policy on equality

Over half of all enquiries to bureaux are about public services, so that the government review of Public Sector Equality Duty (PSED) as part of the Red Tape Challenge was a major focus of work in this area. A range of activity took place led by the Equality Strategy Team: -

- a survey of bureau to gain their view of whether public authorities took equality seriously;
- a roundtable discussion to further gather views;
- a submission by the policy team to the consultation process.
- Bureaux were encouraged to participate in the Equality and Diversity Forum response to the review by sending letters recording their experiences and views to the Government Review Team.

Stand up for Equality across Citizens Advice: A summary of work by departments on TA2

News Team

As part of telling our diverse clients' stories the main activities were:

- A double page feature in *The Guardian* on gender violence based on, including reference to the ASK pilots (see page 6 above) in March 2013.
- Continuing work with specialist publications such as *Disability Now* to highlight client issues and inclusion of diverse voices in campaign releases, such as work on debt and mental health.
- A plan is in place to monitor the demographics of clients we use as case studies to ensure they are representative of the overall client base.

- Those working on consumer, welfare and legal aid will have specific responsibilities for including Gypsies and Travellers, British Sign Language users and gender violence.

Policy Team

Work examining the effect of changes in benefits system included: -

- Follow up 'Holes in the Safety Net', to seek amendments where disabled people are disadvantaged.
- Monitoring benefit sanctions on disabled people and ensuring appropriate safeguards in place.
- Support for Bx in Personal Independence Payment pilot areas to gain feedback and monitor for negative impacts on particular groups.

TA 3. Value diversity through our roles of employer, volunteer agency and contractor

- Providing visible and committed leadership
- Developing a strategic approach to diversity to diversity management
- Implementing equality competences

The most important development during the year is the commencement of the People Strategy which will be the means of 'developing a strategic approach to diversity management' and out of which the other activities linked to this target area will develop.

Appendix 2 contains the profile of Citizens Advice staff and the Bureaux workforce consisting paid staff, volunteers and trustees. Two issues of note are: -

- Disabled staff are under-represented at all levels and in particular, as volunteers.
- There is under representation of BAME staff at management level in both Bureaux and Citizens Advice.

A worrying trend is emerging from Bureau Characteristics Surveys between 2008/9 and 2012/13. Whilst the number and proportion of disabled staff has remained constant, the disabled volunteers and trustees reduced. If the percentage of disabled volunteers had remained at its 2009 peak of 8%, there would be 295 more disabled volunteers than currently. This represents a significant loss to the service.

Disabled workforce in CABs 2008/9 to 2012 -13

	Total volunteers	Disabled volunteers	Disabled staff	Trustees	Disabled trustees
2012-13	19,050	1229 (6%)	351 (6%)	2987	177 (6%)
2011-12	18,910	1273 (7%)	366 (6%)	3264	208 6%
2010 -11	18,141	1336 (7%)	404 (6%)	3525	263 (7%)
2009-10	17,819	1314 (7%)	414 (6%)	3668	277 (8%)
2008- 09	17,309	1470 (8%)	365 (6%)	4024	320 (8%)

Notes:

Volunteers:

- Between 2008 -9 and 2012- 13 the total number of volunteers in the service has increased by 1,714
- In the same period the number of disabled volunteers has fallen by 241
- In 2008-9 the % of disabled volunteers was 8%, if we had maintained the same % of disabled volunteers in the service in 2012-13, taking account of the total increase in over number of volunteers entering the service, we should have had 1524 disabled volunteers in the service in 2012 – 13 instead of the current 1229, a loss of 295 disabled volunteers.

Trustees:

- Between 2008 -9 and 2012- 13 the total number of trustees in the service has decreased by 1,037
- In the same period the number of disabled trustees has fallen by 143
- In 2008-9 the % of disabled trustees was 8%, if we had maintained the same % of disabled trustees in the service in 2012-13, even though the total number has fallen due to mergers etc., we should have had 239 disabled trustees in the service in 2012 – 13 instead of the current 177, a loss of 62 disabled trustees.

In Bureaux, under-representation of BAME people in Management and as Trustees remains, although there is slight improvement in the latter. BAME volunteers remain under the national figure at 12% (14% in the 2011 Census). The number of BAME volunteers joining during the year is higher (21%) but then so is the figure for BAME leavers (18%), hence a relatively static figure. 35% of BAME volunteers give moving into paid employment as a reason for leaving – the most often cited reason for leaving. This could be a positive development linked to the age profile of that group. This trend will be kept under review.

In Citizens Advice the good news is: -

- Gender balance at Director level is closer to that of the organisation as a whole
- The percentage of BAME Senior Delivery Team Managers doubled between March and December 2012.
- At a time of re-structuring and great change, the percentage of BAME and Disabled Professional and Specialist staff (some of whom have line management responsibilities) has remained constant.

On the negative side, there are no disabled Executive Managers.

Equality Impact Assessment (EIA) using Equate

As part of the Business Planning and Project Management process the Equality Strategy Team have made available an online equality planning tool called Equate across Citizens Advice. With support from the EST, staff use a template to assess the impact and build in improvements to the equality performance of all significant projects. A list of projects that have used Equate, the departments involved and some of the issues which have emerged are contained at **Appendix 3**.

This process assigns ownership of specific EIAs to people across the organisation who would not previously have had that responsibility. Over a period of time this will embed equality into mainstream thinking.

Stand up for Equality across Citizens Advice: A summary of work by departments on TA3

Information Services Division

Valuing diversity on this work area focuses on ensuring that information technology is as accessible as possible and has included:-

- work with suppliers and other specialists to ensure that Petra (our Client Relationship Management system) and other software products are accessible
- Carried out 16 Accessibility Audits with bureaux staff and provided advice and guidance to 10 others
- Completed BAITS (IT Audits) for 91 member bureaux, these include a section on IT accessibility needs.
- Provided the following software licences for visually impaired advisers in bureaux to enable the use of Petra:
 - JAWS licences - 7 licences
 - Zoomtext - 18 licences

Corporate Management Information Team (CMIT)

CMIT consists of the following teams which each contributed to SU4E.

CMIT and Impact teams

Support was provided to Stand up for Equality in the form of a wide range of data to enable analysis of performance and identification of equality issues, including:-

- Bureau Characteristics Survey (BCS) data sets, analysis of discrimination issues, analysis of ethnicity and age data
- Reports on social policy issues by disability, BCS analysis of ethnicity and disability. Discrimination data, Gypsy, Roma, Traveller report
- Maps and data tables showing the distribution of discrimination issues
- Revising data codes to improve the recording of discrimination and related issues
- Analysis of Domestic Violence statistics.

Strategic Performance and Planning Team

- Co-ordinated the Business Planning process to include guidance from the Equality Strategy Team
- Assisted in the development of KPIs for reports to the Equality committee.

Information Assurance team

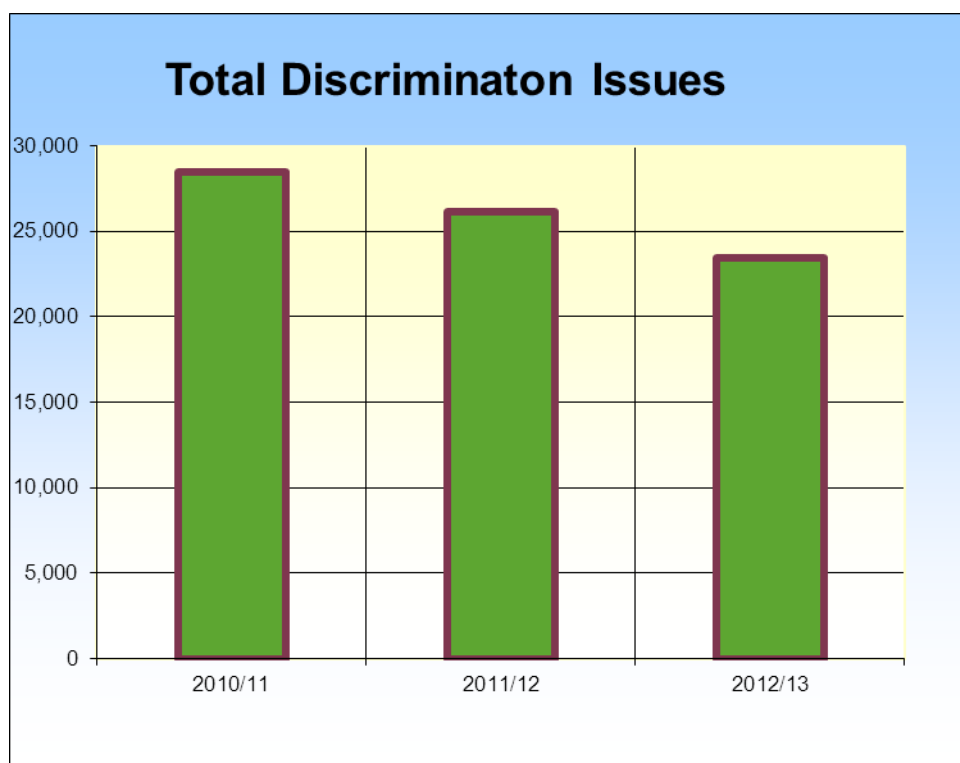
The IA team has initiated the drive to make all Information Assurance materials accessible for all members of the workforce.

Some Key Performance Indicators

Shown below are some of the **Key Performance Indicators** (KPIs) contained in a quarterly performance report presented to the Equality Committee which shows the progress achieved in the Stand up for Equality strategy across the Citizens Advice Service. Over the lifetime of the strategy we would expect to see positive trends in the areas selected.

Discrimination Issues

This refers to the number of instances where discrimination is identified as a potential issue. Annual audits show that bureaux are often not exploring potential discrimination issues where they are not raised by the client, i.e. only dealing with the 'presenting issue'. Therefore bureaux identify fewer cases than possible given the levels of 'hidden' discrimination. The strategy seeks to increase the identification of potential discrimination issues. The peak for discrimination issues, as well as all other issues, was at the end of 2010 but whilst discrimination issues identified have declined by 17%, the overall decline for the total of all other issues is only 7%.



Use of AdviceGuide Pages

These pages are used mainly by members of the public and are an indication of the level of awareness of discrimination issues and the extent which the public are using the AdviceGuide as a source of information about discrimination.



Bureaux Service Plan Reviews

Bureaux were asked if their service plans for the previous year had included actions to review and improve provision of advice or services in relation to discrimination advice, BSL users and Gypsies and Travellers. This question had not been asked previously so the following results act as a baseline to measure the impact of future work in these priority areas of the equality strategy.

	Discrimination Advice		BSL users		Gypsies and Travellers	
Yes	99	33%	45	15%	55	18%
No	203	67%	257	85%	247	82%
Unknown	33		33		33	

British Sign Language users

One of the priorities of Stand up for equality is ensure that BSL users have access to advice across the Citizens Advice Service. The Bureau Characteristics Survey 2012-13. Despite a decrease in the number of Bureaux due to mergers and re-organisations there has been a slight increase in the percentage of those with arrangements.

What arrangements do you have in place for British Sign Language interpreters for your clients?

Arrangement	2011/12		2012/13	
	No.	%	No.	%
Have trained BSL users in-bureau	34	10%	36	11%
Engage BSL interpreter on an ad hoc basis as clients need them	232	65%	222	66%
Have regular sessions when we book interpreters to attend	9	3%	7	2%
Have regular sessions at the local deaf club or charity	4	1%	5	1%
Use a webcam service in association with Royal Assn of the Deaf	10	3%	13	4%
Regular sessions in the bureau run with the local deaf club or association	8	2%	5	1%
Total with arrangements	297	84%	288	86%
BX with no arrangements	48	16%	40	14%
Total Bx	345		328	

Bureaux as Hate Crime Reporting Centres

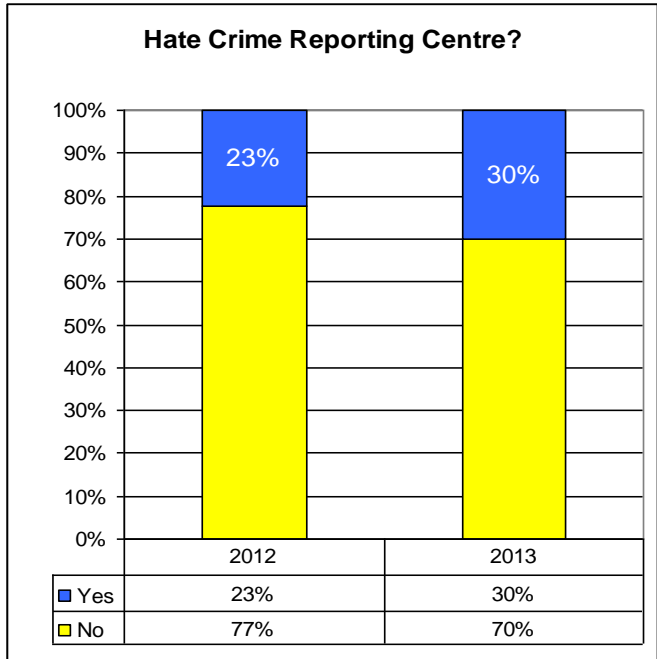
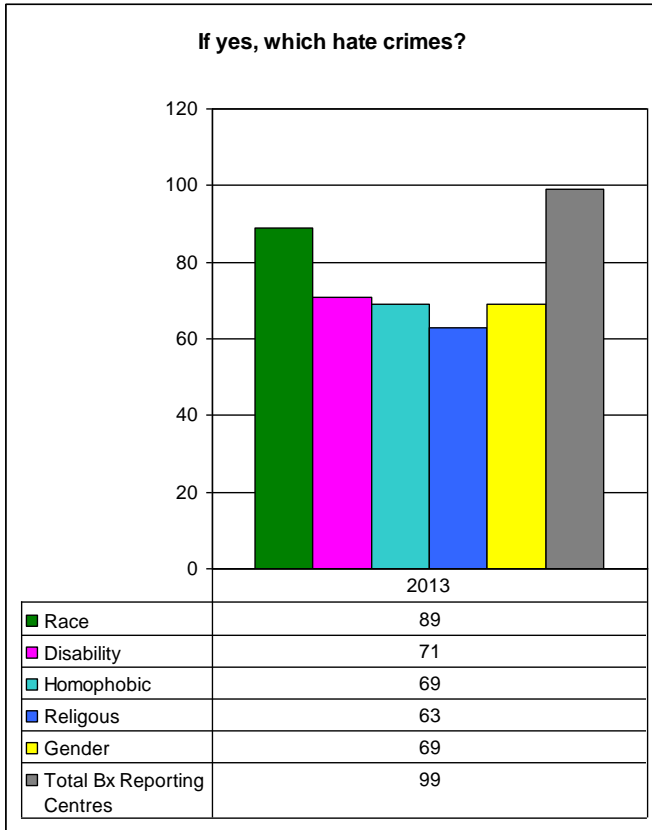
Source: Bureaux Characteristics Survey

The Bureau Characteristics Surveys (BCS) of 2012 and 2013 asked Bureaux if they were a Hate Crime Reporting Centre. The table to the left shows that the percentage of bureaux who are Hate Crime Reporting Centres has increased. It also increased in numerical terms from 77 to 99 whilst there was a decrease in the number of bureaux over the same period, from 355 to 335.

The BCS of 2013 went further and asked those bureaux that answered 'yes', which areas of hate crime they covered. Table 2 shows the coverage of hate crime categories covered by the 99 bureaux who were Reporting Centres.

The largest category is race, covered by 89 of bureaux Reporting Centres. The lowest is lowest category is religion, covered by 63.

The ideal outcome envisaged by SU4E is that 100% of bureaux become Hate Crime Reporting centres.



The full profile of bureaux staff is shown Appendix 2. The reasons are also monitored for trends affecting particular groups. It is noticeable that BAME volunteer joining and leaving rates are high. Moving in to paid employment (35%) is the most often cited reason for BAME leavers. This may not be a negative phenomenon but further investigation, e.g. age profile, could be undertaken as this may explain the phenomenon.

Appendix 1: Equality Committee Terms of Reference

The role of the Equality Committee¹ (EC) is to:

- Provide leadership on equality, diversity and human rights to the Citizens Advice service
- Provide expertise and guidance to Citizens Advice staff and the Trustee Board to:
- ensure that promoting equality and tackling discrimination on behalf of clients is at the heart of the service's advice and policy work
- enable the service to innovate and be at the leading edge of equality, diversity and human rights in the advice sector
- enable the service to be an exemplar employer and volunteer agency in relation to equality and diversity.
- Take ownership of the service-wide equality strategy (or equivalent) and monitor progress on delivery and hold the service to account.
- Advise on the equality and diversity implications of the corporate business plan (or equivalent) and all major new initiatives, making recommendations to the Trustee Board; receive and scrutinise monitoring reports on all such plans.
- Work collaboratively with the Executive Team to ensure early input into the development of propositions and opportunities, so that equality, diversity and human rights are addressed at the outset and at key points in the work cycle.
- Act as champions for equality, diversity and human rights across the service, hold a mirror to the service and challenge it to continuously improve.

The role of EC members is to:

- Contribute expertise based on good practice and innovation within the service, externally, or both.
- Represent and promote the interests of the CAB service.
- Protect and promote the values and principles of the service, particularly its commitment to equality, diversity and human rights.
- Contribute fully to effective decision-making by the EC.
- Ensure the views of bureaux are collected and understood.
- Apply independent judgement to all issues talked about at the EC.
- Communicate, explain and support the decisions of the EC.

¹ The Equality Committee is the operating name of the Equal Opportunities Committee, a subcommittee of the Trustee Board required by the Citizens Advice memorandum and articles.

EC members must:

- Have significant experience of implementing equality, diversity and /or human rights practice within the service, externally, or both.
- Understand and be committed to the aims, principles and equality and diversity policies of the Service.
- Understand, or be willing to develop an understanding of, the service.
- Be able to think strategically and prioritise.
- Be able and willing to act impartially and apolitically.
- Be able to challenge and question.
- Be able to represent and promote the policies and work of the service.
- Be available and ready to prepare for and attend EC meetings.
- Abide by the standards of behaviour set out in the Citizens Advice Code of Conduct for Trustees and Committee Members, sharing responsibility for decisions and acting in an individual capacity for the good of the service rather than as a representative of a group.

Membership of the EC is:

- The chair of the Trustee Board and one other Trustee Board member appointed by the Trustee Board.
- The chair of the Trustee Board will be the chair of the EC.
- Four members appointed by the self-organised groups within the CAB service as follows:
 - The Black Workers' Group
 - The National Disabled Workers' Group
 - The National Lesbian, Gay and Bisexual Group
 - The National Women's Group.
- Five members selected through an open recruitment process
- The appointment and recruitment processes will include open consideration of achieving a gender balance and broader balance of diversity across the membership.
- Members are appointed for a term of up to three years, subject to a maximum of six years in total.
- Four members will constitute a quorum. No meeting will be quorate unless at least one Trustee is present.
- Non-attendance of any three consecutive meetings of the EC, without prior consent from the chair, will render membership null and void, unless the EC decides otherwise.
- The EC may invite others from within the service or externally to attend and contribute to meetings as appropriate to help specific discussions.

Meeting arrangements and servicing:

- Meetings will take place each quarter.
- Meetings will be serviced by the equality and diversity team.
- The minutes of each meeting will be submitted to the Trustee Board.

- The EC is authorised by the Trustee Board to investigate any activity within its terms of reference (but without duplicating the role of other existing governance bodies and processes). It is authorised to seek any information it requires from directors, as part of its governance role ensuring transparency and accountability.
- The EC will produce an annual report to the Trustee Board on its work.

Final version

Approved by Citizens Advice Trustee Board

27 October 2010

Appendix 2: Citizens Advice Service Diversity Profile

1. Citizens Advice Staff - Diversity profile

Senior Delivery Team and Exec Team	31 st March 2012	31 Dec 2012
BAME	1	2
Disabled	0	0
Women	13	15
Men	11	10
Total Number	24	25
Profile of Joiners - all roles	31 st March 2012	31 st Dec 2012
BAME	11%	15%
Disabled	3%	4%
Lesbian Gay, Bisexual	3%	N/A
Women	63%	79%
Men	37%	21%
Total Number	95	53
Profile of Leavers for 9 months to 31st December 2012		
BAME		6%
Disabled		6%
Women		47%
Men		53%
Total Number		36

Profile of Citizens Advice Staff by Grade

Administrative roles	31 st Mar 2012	31 Dec 2012
BAME	18%	17%
Disabled	4%	5%
Women	73%	77%
Men	27%	23%
Professional and Specialist (includes those with line management responsibilities)		
BAME	7%	8%
Disabled	6%	6%
Women	64%	67%

Continued Citizens Advice Staff – Diversity Profile

Men	36%	33%
Executive Managers	31 st March 2012	31 st Dec 2012
BAME	5%	11%
Disabled	0%	0%
Women	53%	58%
Men	47%	42%
Directors		
BAME	0	0
Disabled	0	0
Women	60%	67%
Men	40%	33%

2. Bureaux - Diversity Profile*

Bureaux Management	2012	2013
BAME	7%	6%
Women	75%	67%
Men	25%	33%
Disabled	5%	6%
Total Number	442	414
Trustees (Management Committee members)		
BAME	4%	7%
Women	38%	38%
Men	62%	62%
Disabled	6%	6%
Total Number	3,264	2,987
Volunteers (Unpaid roles in Bureaux)		
BAME	12%	12%
Women	67%	66%
Men	33%	34%
Disabled	7%	6%
Total Number	18,910	19,050

*Taken from Bureaux Characteristics Surveys 2012 /13

Appendix 3: Equality Impact Assessments

Equality Impact Assessments undertaken using Equate

	Equality Impact Assessment subject	Dept	Status
1.	IS Division Restructure	HR Team	Completed
2.	Network Development Project	Network Operations	Suspended
3.	New Online Booking Service	Information Services	In progress
4.	Consumer Futures	Finance & Transformation	Near completion
5.	Telephone Install Project	Telephone Services	Near Completion
6.	Replacement HR/Payroll System	Information Services	In progress
7.	Policy Restructure: A new approach to policy	HR Team	In progress
8.	Telephone Strategy	Telephone Services	Awaiting sign off
9.	Welfare Reform Programme	ADS	In progress
10.	PETRA	Information Services	In progress
11.	Advocacy and Education	Finance and Transformation	Completed
12.	Programme 2014 - Education	Finance and Transformation	Completed
13.	Data Comms Replacement Project	Information Support Services (IS)	Completed
14.	New Premises (external)	Facilities	Completed
15.	Consumer Restructure	HR Team	Completed
16.	New Premises (internal)	Facilities	In progress
17.	Consumer Contact Centre Implementation	Steve Morley EST	Completed
18.	Service-wide Core Disability Confidence	FIF Funded Programmes	Started





EqualityNow!

The Citizens Advice service equality and diversity e-bulletin

To receive Equality Now! as an e-bulletin send your email address to: cita-equality@citizensadvice.org.uk

Aims and principles

The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

The service aims:

- to provide the advice people need for the problems they face
- to improve the policies and practices that affect people's lives.

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